

HREiR Action plan template 2023-2026



Details	
Institution name:	Cranfield University
Cohort number:	11
Date of submission:	24th November 2023
Institutional context:	Cranfield is a specialist, postgraduate-only university with a total population of 1780 staff and ~800 postgraduate research students. Our action plan predominantly builds on key initiatives established in the previous reporting period with a focus on communicating and embedding these to ensure positive cultural change for the whole target population (researchers and the academic staff that manage and support them).

The institutional audience\* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	277	
Postgraduate researchers		Consider these indirect beneficiaries
Research and teaching staff	385	
Teaching-only staff		Consider these indirect beneficiaries
Technicians		Consider these indirect beneficiaries
Clinicians		
Professional support staff		Consider these indirect beneficiaries

Complete for submission							To be completed only when reporting on action plan		
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
<b>Environment and Culture</b>									
<b>Awareness and engagement</b>									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									
ECI1	Ensure all relevant staff are aware of the Concordat.	Continue an awareness campaign to raise the profile of the Researcher Development Concordat and associated actions including presentations at School meetings, regular updates to intranet, promotion through the ECR Network and proactive engagement with researchers to understand levels of awareness on a more continual basis.	Yes	Jul-25	Head of People Business Partnering	70% of researchers and 90% of managers indicate they are aware of the Concordat from CEDARS responses. Concordat is communicated as part of recruitment and induction and qualitative feedback from researchers indicates awareness as well			
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Improving awareness and understanding of research-related policies via a proactive, consistent and regular messaging campaign, targeting staff at different levels and utilising a variety of media including: infographics, short videos, School and Centre-level briefings.	No	Sep-25	Head of Research Excellence	Improved compliance with research-related policies as measured through internal audit and annual Excellence in Scholarship Review.			
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	Increase researcher engagement in the CEDARS survey through an awareness campaign highlighting its role in Institutional action plans, including promotion through ECR Network and appointing CEDARS champions within the HREiR Working Group. Review and develop actions based on CEDARS results.	Yes	Jul-25	Head of Research Excellence	CEDARS survey completed, feedback reviewed and actions incorporated into action plans. CEDARS responses increased from 170 responses in 2023 to 200 responses in 2025, with a minimum 20% response rate from researchers.			
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	Encourage greater participation in and engagement with the ECR Network via a promotional campaign (including bitesized videos, meetings with Centre leads) and enhanced researcher induction, as well as via the development of a new academic charter.	No	Promotion campaign - Oct 24 PRES - Jul 25 ECRn target - Jul 26	Head of Research Excellence	Increased participation in ECR Network activities and events from 25% of researchers in 2022-23 to over 50% of researchers by 2025-26.  Increase in PRES scores reporting positive research culture from 3.66 in 2023 to above 4.0 in 2025			
<b>Wellbeing and mental health</b>									
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.									



ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	Continue to promote 121 and group wellness sessions via intranet, staff bulletins and People & Culture Business Partners and develop initiatives to address workload issues. Conduct workload/wellbeing pulse survey to better understand root causes to inform appropriate action. To ensure that workload and wellbeing is discussed during the annual PDR review by updating the PDR form and guidance.	Yes	Jun-24	Head of Talent and Culture	<p>Researchers engaging with wellbeing provision bookable via DATES events system.</p> <p>Plan in place and actions being taken to address workload management for researchers, including running focus groups including mental health and wellbeing.</p> <p>Increase in researchers agreeing the institution actively promotes the importance of good mental health and wellbeing of staff from 79% in 2023 to 85% in 2025 CEDARS (Qn 45)</p>			
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	Wellbeing training developed and rolled out, with targets in place for engagement.	Yes	Jul-25	Head of Talent and Culture	<p>Development needs and training provider identified, targets established for attendance and monitoring in place.</p> <p>Increase in managers confidence to respond to health and wellbeing issues from 72% in CEDARS 2023, to 85% in 2025 (Qn 31.9)</p>			
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Managers engage with university wellbeing provision including training, guidance and information. Promote a supportive and healthy work environment by creating a safe space for researchers to discuss wellbeing and ensure any concerns raised receive prompt support.	Yes	Jul-26	Head of Talent and Culture	<p>PDR system evidences wellbeing has been discussed</p> <p>People and Culture Business Partners holding regular discussions with researcher managers regarding wellbeing and mental health of their staff.</p> <p>Increase in researchers stating the working environment supports their mental health and wellbeing (Qn 45) from 47% in 2023 to 70% in 2025 CEDARS survey. Running focus groups covering mental health and wellbeing.</p>			
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.				Head of People Operations and Inclusion	<p>Flexible working, and specifically the hybrid model of working is fully established at the University and has been for approximately 2 years. We have recently updated a number of policies, including flexible working; leave in special circumstances, which further support our practices of flexible working at both a formal and informal level. these policies will be reviewed by Working Families by end January 2024. In October 2023, Cranfield was recognised for the 2nd year in a row in the Top 30 Employers by Working Families, 1 of only 2 universities. This recognition is largely linked to our culture of flexibility and our strong organisational commitment to flexible working across the organisation. As such, we would propose focussing on other areas for greater impact</p>			
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Ensure they maintain a healthy work life balance and take annual leave entitlement. Ensure awareness of University wellbeing provision and engage with the resources where helpful. Speak to manager, People and Culture or Mental Health First Aiders if experiencing poor mental health. Improve awareness of provision through enhancing communication through briefings, intranet, line manager education. Seek and receive feedback from Researchers if engagement is low on wellbeing provision, to understand why and take action accordingly	Yes	Jul-25	Deputy Director- People and Culture	<p>Annual leave entitlement utilised.</p> <p>Researchers engage with wellbeing provision. Researchers stating they are encouraged to take positive action to maintain their mental health and wellbeing increased to 80% in CEDARS 2025, from 72% CEDARS 2023. Researcher absence levels remain low, either in line with sector average or below. Running focus groups covering mental health and wellbeing.</p>			
<b>Bullying and harassment</b>									
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.									
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	Fully embed the report and support tool as an avenue for concerns being raised both anonymously and named. We are planning a campaign in January 2024 to promote the tool again, and are currently promoting the tool through the intranet and central communications to research active staff, staff networks, EDI groups and Trades Unions. this tool is also accessible from our external website. Promote avenues for raising concerns through local EDI groups at a School level, and the staff networks that are university wide. Promote dignity at Cranfield policy and advisors and increase awareness of avenues for raising concerns	No	Jul-25	Head of People Operations and Inclusion	<p>Maintain or decrease the % of researchers stating they have experienced discrimination in the last 2 years from CEDARS 2025, this was 8% in CEDARS 2023. Ensure an improvement in the reporting of issues, demonstrated by a greater percentage of individuals who experienced discrimination, stating they reported it (8% of researchers said they experienced it, 3% said they reported)</p>			

ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	Promote dignity at Cranfield policy through an awareness campaign including briefings, intranet announcements, bulletins and presentations at staff meeting. Brief line managers in respect of reporting and addressing concerns	No	Jul-25	Head of People Operations and Inclusion	Maintain or decrease the % of researchers stating they have experienced discrimination in the last 2 years from CEDARS 2025, this was 8% in CEDARS 2023. Ensure an improvement in the reporting of issues, demonstrated by a greater percentage of individuals who experienced discrimination, stating they reported it (8% of researchers said they experienced it, 3% said they reported). We will develop a target for staff reporting based on the data we collect in the first 12 months of the report and support tool being in place (July 2024). We would view increasing numbers of reports as being a positive step in the first instance as awareness of the tool grows, and would then agree actions to tackle any trends and lower numbers over time (July 2025)			
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	Researchers are aware of mechanisms and to report issues, and feel able and willing to raise concerns including through report and support. Drive awareness through communications, including all School meetings, University bulletins, ECR network, induction, intranet announcements.	No	Jul-26	Head of People Business Partnering	Maintain or decrease the % of researchers stating they have experienced discrimination in the last 2 years from CEDARS 2025, this was 8% in CEDARS 2023. Ensure an improvement in the reporting of issues, demonstrated by a greater percentage of individuals who experienced discrimination, stating they reported it (8% of researchers said they experienced it, 3% said they reported)			
<b>Equality, diversity and inclusion</b>									
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.									
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Continue to promote ED&I development opportunities to researcher managers via intranet, staff bulletins, staff networks and People & Culture Business Partners	Yes	Jan-26	Head of Talent and Culture	95% completion of ED&I CUTE training by researcher managers.  Managers engaging with ED&I provision and maintain the low levels of reporting from researcher that they felt personally discriminated against CEDARS (Qn 51.1)			
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	Development and promotion of EDI guidance specific to research projects, disseminated via new researcher induction, news and funding bulletins and ECR Network	No	Jul-25	Head of Research Excellence	Positive feedback from researchers via pulse surveys, focus groups and ECR Network that demonstrate researcher awareness of EDI policies and practice.			
<b>Research Integrity</b>									
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.									
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	Revision of the Cranfield University Research Ethics Committee (CUREC) to include oversight of the University research integrity performance (CUREIC).  Introduction of mandatory online training module for researchers and academic staff on research ethics and integrity.	Yes	Integrity AP - Dec 24 Training - Jul 25	Head of Research Excellence	Development of a Research Integrity Action Plan with progress monitored by CUREIC and reported to Research Committee.  Uptake of online training monitored and reported to Research Committee and CUREIC	Online training module to be moved from Canvas to more appropriate software that enables monitoring, and made mandatory.		
ECM3	Ensure managers report and address incidents of poor research integrity.	Comms plan to highlight the importance of addressing research integrity issues: mechanisms include presentations at Research Centre and Research Theme meetings, incorporation of Good Research Practice Week sessions in Researcher Development Programme.	No	Comms plan - Jul 24 CEDARS - Jul 25	Head of Research Excellence	Increase in managers awareness of how to report integrity issues from 69% in CEDARS 2023 to 90% in 2025 (Qn 50.1) and their confidence to report issues from 76% in CEDARS 2023, to 85% in 2025 (Qn 50.2)			
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	Introduction of mandatory online training module for researchers and academic staff on research ethics and integrity.  University's Annual Statement on Research Integrity as a focus for comms piece to research community	Yes	Training and comms Jul 25 Feedback Jul 26	Head of Research Excellence	Uptake of online training monitored and reported to Research Committee and CUREIC  Feedback via focus groups demonstrates greater awareness of ethics and integrity policies			
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	Comms plan to highlight the mechanisms for reporting and addressing research integrity issues, including presentations at Research Centre and Research Theme meetings and 'spotlight' article in new researcher bulletin.	Yes	Comms plan - Jul 24 CEDARS - Jul 25	Head of Research Excellence	Increase in researchers awareness of how to report integrity issues from 57% in CEDARS 2023 to 80% in 2025 (Qn 50.1) and maintain researcher confidence in reporting issues at 81% or above (Qn 50.2)			
<b>Policy development</b>									
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.									



E17	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.				Head of Research Excellence / Head of People Business Partnering		Cranfield provides many opportunities for managers of researchers and researchers to contribute to policy development, based on this we seek to focus on other actions whilst maintaining our current practice against this commitment			
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.				Head of Research Excellence / Head of People Business Partnering		Cranfield routinely encourages managers of researchers to contribute to policy development. We would seek to maintain our practices here, whilst focussing on the other areas			
EM5	Engage with opportunities to contribute to relevant policy development within their institution.				Head of Research Excellence / Head of People Business Partnering		Cranfield routinely encourages managers of researchers and researchers to contribute to policy development. We would seek to maintain our practices here, whilst focussing on the other areas			
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Publicise the mechanisms for researchers to engage with policy development via researcher bulletin, HREiR reps and ECR Network, including lists of researcher representatives on decision making committees.	No	Publicity - Apr 24 Measure - Jul 25 and 26	Head of Research Excellence / Head of People Business Partnering	Increase in researchers contributing to policy development through interaction with ECR Network, HREiR representatives and engagement with researcher committee representatives (as measured by feedback from committee reps).				
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Researchers to engage with policy development via feedback to HREiR reps and ECR Network, and researcher representatives on decision making committees	No	Jul-26	Head of Research Excellence / Head of People Business Partnering	Increase in researchers contributing to policy development through interaction with ECR Network, HREiR representatives and engagement with researcher committee representatives (as measured by feedback from committee reps).				
<b>Employment</b>										
<b>Recruitment and induction</b>										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.				Head of People Operations and Inclusion		Recruitment monitoring is embedded under our EDI strategy to 2027. As part of this strategy we have committed to relaunching our candidate experience survey, and undertaking a pilot to share interview questions with candidates before interviews. We will be establishing new self assessment teams for AdvanceHE's Athena Swan and Race Equality charters which will see recruitment related actions embedded further. CEDARS responses from 2023, stated 92% of respondees stated they agreed or strongly agreed their recruitment process was fair, 84% inclusive and 80% transparent. We continue to monitor our recruitment data and the trends are positive in terms of attracting and appointing people from underrepresented groups at Cranfield, including women in STEM subjects, and minoritised ethnic people. We would thus seek to maintain this activity.			
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	All newly appointed researchers invited to attend a university induction alongside the local level inductions.  Review evaluations from the university induction to ensure its effectiveness  All newly appointed researchers receive a copy of the Concordat and the Researcher handbook which outlines their role and the policies and procedures to support their position.	No	Jul-25	Head of Talent and Culture	70% or more of researchers who engaged with induction indicated they found institutional induction useful (59% CEDARS 2023).  Evaluations of the University Induction reviewed and changes implemented  85% found local level inductions useful (82% CEDARS 2023).				
<b>Recognition, reward and promotion</b>										
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.										

EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	Continue to ensure understanding of promotion process and how researchers can develop their careers by running sessions specifically for researchers. Workshops/webinars for Senior Academic Promotions established and running each year. Further develop the process of Researcher to Lecturer promotion. Support the transition from postdoctoral researcher to independent researcher (including promotion to Lecturer) through targeted workshops, signposting relevant opportunities and support.	Yes	Jul-25	Head of People Business Partnering	People and Culture Business Partners report an increase in staff awareness of promotion routes amongst researchers. Reach baseline target that 70% of researchers agree the promotions pathways and processes are clear (Qn. 17) in CEDARS 2025. Diversity in promotions is reflective of organisational demographics. Webinars delivered with good engagement, process for Researcher to Lecturer promotion updated. Equality impact assessments are undertaken for pay review and promotion processes with outcomes shared to embedded People and Culture leads for each School and senior leadership. Data monitoring for researchers continues and is regularly evaluated. Workshops run following promotion rounds each year.			
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Engage with university ED&I training and guidance and ensure own approach to recruitment, promotion and reward is inclusive, equitable and transparent. Continue using equality impact assessments to ensure we are being inclusive and take action accordingly. Enhance communication on processes, including briefing staff on promotions avenues and requirements, including improving line manager awareness. Continue to monitor gender pay gap and ethnicity pay gap and take actions accordingly to ensure greater equity.	Yes	Jul-26	Deputy Director- People and Culture	Maintain or increase researcher CEDARS responses from 2023, which stated 92% of respondents stated they agreed or strongly agreed their recruitment process was fair. 84% stated inclusive and 80% agreed or strongly agreed it was transparent. Continue equality impact assessment of pay awards for researchers and proactive feedback of outcomes and learning to managers. Continuous improvement in gender and ethnicity pay gaps in relation to researchers			
<b>Responsibilities and reporting</b>									
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.									
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	New managers to attend researcher induction and overall induction programmes and to read through researcher handbook. Line managers engaging with development sessions related to these areas. Briefing sessions in place for key changes	Yes	Jul-26	Head of Research Excellence	Attendance at Induction programmes. Engagement of managers on relevant training sessions. Briefings undertaken relating to these subject areas by subject specialists where necessary			
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	New researchers to attend researcher induction programme and to read through researcher handbook, familiarise self with contents of employee handbook and know how to access information on the university intranet.	Yes	Induction - Oct 24 Measures - Jul 25	Head of Research Excellence	Review of induction programme for researchers completed. Percentage of researchers stating they found induction useful to increase from 59% to 70% (institutional induction) and 82% to 85% for local induction			
ER2	Researchers understand their reporting obligations and responsibilities.	Update and renew researcher induction programme, ensuring a high level of engagement, and informing researchers of their reporting obligations and responsibilities	Yes	Oct-24	Head of Research Excellence	At least 90% of researchers attend induction sessions, and positive feedback received			
<b>People management</b>									
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.									
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Improve promotion of opportunities for line and project management development via the intranet, staff emails, staff networks and People and Culture Business Partners  Review and act on evaluations to ensure its continued effectiveness	Yes	Jan-25	Head of Talent and Culture	Uptake of training opportunities by managers of researchers as measured via DATES bookings			
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.				Head of Talent and Culture	PDR is very well established at Cranfield and Senior Academic Promotions process has been updated to ensure excellent people management is a key criterion.			
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	Managers undertake all mandatory online training	Yes	Jul-26	Head of Talent and Culture	Mandatory training rates increased to 90% from University figure of 73%. Introduction of new learning system to better enable this			
EM4	Managers actively engage in regular constructive performance management with their researchers.				Head of Talent and Culture	Captured through other actions. PDR is very well established at Cranfield and as such, we propose focussing on other elements over the next three years.			
ER3	Researchers positively engage with performance management discussions and reviews with their managers.				Head of Talent and Culture	PDR is very well established at Cranfield and as such, we propose focussing on other elements over the next three years.			
<b>Job security</b>									

The aim of this obligation is to improve the job security of researchers.									
EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.				Head of People Business Partnering	Cranfield policy is to recruit research staff based on the funding available and proactively engage with individuals for potential cases where a move to permanency is possible, in line with the business context and funding position. 33% of our researchers are on open-ended contracts and redundancy rates for this staff category over the previous action plan period is nil. Proactive redeployment practices are in place: we look at opportunities for open ended contracts, bridging contracts and redeployment wherever possible and this is well-embedded within institutional practice.			
<b>Professional and Career Development</b>									
<b>Championing professional development</b>									
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.									
PCD11	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	Develop and promote guidance to encourage uptake of 10 days minimum development amongst researchers.	Yes	Dec-24	Head of Talent and Culture	Guidance in place and promoted via revised induction process, refreshed intranet, briefings at School meetings, researcher bulletin and regular meetings with Centre Heads.  Increase in researchers stating they undertook 10 days or more training or CPD in last 12 months from 22% in 2023 to 35% in 2025 CEDARS survey.			
PCD16	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Monitor PDR records for researchers to ensure activities are taking place. Monitor attendance at researcher development programmes and share engagement levels with Heads of Centre, seeking to understand any barriers to participation and take appropriate action.	Yes	Jul-25	Head of Talent and Culture/Head of Research Excellence	PDR completion rate sustained or increase from 92% in 2023. Evidence of high level of engagement in professional development activities from PDR/Looking Back Development Plan. Increased participation in the Researcher Development Programme			
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Define 10 days development, and communicate commitment to line management. Monitor uptake versus internal reports for development time, as well as through CEDARS. Increase awareness of researchers for this commitment through induction, bulletins, intranet announcements, and reminders during the performance and development review process	No	Jul-25	Head of People Business Partnering	Increase in number of researchers taking 10 days or more development, demonstrated by CEDARS and/or internal time recording reports for development and PDRs			
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	Promote awareness through the PDR cycle, intranet announcements, ECR network and monitor uptake of development time. Through the PDR cycle, ensure that researchers are proactively agreeing a personal development plan and seek development opportunities, actively undertaking a minimum of 10 days personal development per annum (pro rata). Sample check against PDRs to ensure development plans are in place. Researchers to record development time through time recording, a gresso records and/or PDR, enabling measurement and tracking. Maintain high levels of PDR completion, where the researcher initiates the proces and has the opportunity to directly and firstly feed in their aspirations, training and development needs	Yes	Jul-26	Head of People Business Partnering	Reach 50% of researchers taking 10 days or more professional development (up from 22% in CEDARS 2023). PDR completion rate consistently sustained or increased from 92% in 2023			
<b>Career development reviews</b>									
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.									
PCD12	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	Continue to offer PDR training via the T&D team and enhance the career development conversations guidance to ensure managers are having meaningful discussions. Promote the guidance on career pathways via the intranet, T&D, staff networks and People an Culture Business Partners	No	Sep-24	Head of Talent and Culture	Training and guidance in place and additional resources signposted			
PCD16	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Monitor and provide a report to Research Committee, following each PDR cycle, in respect of engagement levels with career development reviews. Cascade learning and development trends from PDR process for researchers, to the ECR network to inform future offerings	No	Mar-24	Head of Talent and Culture	PDR completion sustained or increased from 92% in 2023. Report provided to Research Committee to enable the engagement of researchers and their managers in researcher career development reviews. Summary of learning and development trends provided annually to the ECR network. Summary used to inform demonstrable changes to ECR network development offerings			

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PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	Actively engage with the career development reviews as part of the annual PDR process	Yes	Jul-25	Head of Talent and Culture	Increase from 52% of respondees who have a regular career development review (CEDARS 2023 Qn 37) to 65% (CEDARS 2025)			
PCDR4	Researchers positively engage in career development reviews with their managers.	Actively engage with their career development reviews as part of the annual PDR process, identifying goals, exploring development opportunities and sharing ideas. Encourage researchers to raise requests and ideas for development with the ECR network	Yes	Jul-25	Head of Talent and Culture/Head of People Business Partnering	Increase from 52% of respondees who have a regular career development review demonstrated through an improvement in CEDARS (CEDARS 2023 Qn 37) to 65% (CEDARS 2025), and through sample checks of PDR submissions			
<b>Career development support and planning</b>									
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.									
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.				Head of People Business Partnering	Cranfield is proud of our close links with business, industry and government and we have championed non-traditional academic career paths for many years, with frequent movement of staff to and from industry roles in particular. Our staff have plentiful opportunities to interact with non-academic partners and a strong track record of successfully articulating research problems and solutions in a real-world context. In addition, the ECR Network hosts career development talks as part of their monthly seminar series and thus, we feel progress towards this obligation is sufficiently embedded in institutional practice and our focus is on supporting transitions through the academic pathway.			
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.	Review the existing career development discussion template to better facilitate continual and semi-structured discussions on career development  Researchers encouraged to develop and maintain a career development plan as part of the PDR annual process and utilise details from saved reviews to support job applications.  Add guidance to the PDR training, PDR intranet page and the PDR communication plan	No	May-24	Head of Talent and Culture	Career Development template updated and communicated to research staff  Run sessions for researcher managers and research staff to enable effective career development conversations  Increase in respondees who have a clear career development plan from 85% from the PDR system to 90% in the PDR system  Additional signposting is in place,			
<b>Research identity and leadership</b>									
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.									
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	Introduction of structured research vision and research plan templates, with associated training and mentorship, to support researchers in developing their research identity.  Providing opportunities and training for researchers to participate in the new University Peer Review College	No	Jul-24 Jul-25	Head of Research Excellence	Researchers producing coherent and comprehensive research plans to support their own research vision, measured by training session attendance on DATES and number of plans provided to Research and Innovation Office as part of development discussions.  Target of three researchers trained and paired with experienced mentors in first cohort of new Peer Review College			
PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.				Head of Research Excellence		Our primary focus during this action plan period is on ensuring that researchers are meeting the 10 day minimum and therefore we are not currently in a position to focus on actions that exceed the minimum.		
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Promote existing opportunities for leadership and management development via the intranet, staff emails, staff networks and People and Culture Business Partners	No	Dec-24	Head of Talent and Culture	Uptake of training opportunities by managers of researchers as measured via DATES bookings			
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Regular promotion of development opportunities via ECR Network collaborative site, new researcher bulletin with 'spotlights' on activities and HREiR researcher representatives	No	Jul-25	Head of Research Excellence	Uptake of development opportunities by researchers, measured via registered attendance (using DATES for internal opportunities)			
<b>Diverse careers</b>									
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.									



PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.				Head of People Operations and Inclusion		Cranfield is proud of our close links with business, industry and government and we have championed non-traditional academic career paths for many years, with frequent movement of staff to and from industry roles in particular. Our staff have plentiful opportunities to interact with non-academic partners and a strong track record of successfully articulating research problems and solutions in a real-world context. In addition, the ECR Network hosts career development talks as part of their monthly seminar series and thus, we feel progress towards this obligation is sufficiently embedded in institutional practice and our focus is on supporting transitions through the academic pathway.		
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.				Head of Talent and Culture		Staff have many opportunities to interact with non-academic partners and we have a strong track record of staff transitioning to different employment sectors and therefore consider this sufficiently embedded and thus will focus further on supporting academic career progression through other actions		
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.				Head of People Business Partnering		Staff have many opportunities to interact with non-academic partners and we have a strong track record of staff transitioning to different employment sectors and therefore consider this sufficiently embedded and thus will focus further on supporting academic career progression through other actions		
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.				Head of Research Excellence		Researchers are routinely included in opportunities for Knowledge Exchange, Public Engagement, commercialisation and policy development within the institution and thus we intend to focus our activity on other actions.		

\* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

Further hyperlinks and supplementary information (more rows can be added)	
1	<a href="https://www.cranfield.ac.uk/about/working-at-cranfield/diversity">https://www.cranfield.ac.uk/about/working-at-cranfield/diversity</a>
2	<a href="https://www.cranfield.ac.uk/about/governance-and-policies/policies-and-regulations/pay-gap-">https://www.cranfield.ac.uk/about/governance-and-policies/policies-and-regulations/pay-gap-</a>
3	<a href="https://www.cranfield.ac.uk/research/rio/research-strategy">https://www.cranfield.ac.uk/research/rio/research-strategy</a>

Abbreviations and glossary (more rows can be added)	
<b>CEDARS</b>	<b>Culture, Employment and Development of Academic Researchers Survey</b>
<b>CUREIC</b>	<b>Cranfield University Research Ethics and Integrity Committee</b>
<b>CUTE</b>	<b>Cranfield University Training Environment (online training system)</b>
<b>DATES</b>	<b>Cranfield Development and Training Events System</b>
<b>ECR</b>	<b>Early Career Researcher</b>
<b>EDI</b>	<b>Equity, Diversity and Inclusion</b>
<b>PDR</b>	<b>Performance and Development Review</b>
<b>PRES</b>	<b>Postgraduate Research Experience Survey</b>
<b>T&amp;D</b>	<b>Training and Development</b>